

LEADERSHIP CHALLENGES IN THE INDIAN AIR FORCE DUE TO CHANGING ECONOMIC CONDITIONS IN THE INDIAN SOCIETY

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ABSTRACT

This paper reviews the literature in the area of Leadership Challenges in the Indian Air Force due to Changing Economic Conditions. The survey conducted on both the male and female employees of IAF in India. In the analysis part, SPSS 21 version used to understand the relationship among the selected variables, for this some statistical tools were applied simple frequency, percentages, chi-square test for goodness of fit on demographic information and to hypothesis testing for how the IAF employees are facing Leadership Challenges, with one way Analysis of Variance (ANOVA), F-test, reliability test, and t-Test. The study identified that leadership challenges due to changing Economic Conditions in the Indian society. From the factor analysis the IAF employee roles (staff and supervisory) are happy with 'The implementation of the VIIth pay commission, has brought in improvements in the quality of personal life'.

KEYWORDS: IAF, SPSS, Leadership Challenges & Economic Conditions

Received: May 19, 2018; **Accepted:** Jun 08, 2018; **Published:** Jun 02, 2018; **Paper Id.:** IJHRMRAUG20182

INTRODUCTION

The modern concept of wealth is of significance in all areas of economics, and clearly so for growth economics and development economics yet the meaning of wealth is context-dependent. At the most general level, economists may define wealth as "anything of value" that captures both the subjective nature of the idea and the idea that it is not a fixed or static concept. Various definitions and concepts of wealth have been asserted by various individuals and in different contexts. Defining wealth can be a normative process with various ethical implications since often wealth maximization is seen as a goal or is thought to be a normative principle of its own.

Concepts of wealth also vary across time. Modern labor-saving inventions and the development of the sciences have vastly improved the standard of living in modern societies for even the poorest of people. This comparative wealth across time is also applicable to the future; given this trend of human advancement, it is possible that the standard of living that the wealthiest enjoy today will be considered impoverished by future generations.

REVIEW OF LITERATURE

Arnould (1989), Belk (1988), Ger and Belk (1990), Witkowski (1993) Several authors have pointed out the growing economic and consumer power of India. Many multinational corporations are beginning to invest in India. In this respect, India is no different from many other emerging consumer economies, whether they are in

Eastern Europe, Asia or Latin America (Arnould 1989, Belk 1988, Ger and Belk 1990, Witkowski 1993). This fact by itself does not give any special clue to the Indian scene unless one also examines what peculiar circumstances pertain to India.

Caldara (2002) and Lakhani (1988) recommend many incentives, such as increased pay and benefit packages, to encourage soldiers to remain. Though these incentives are useful, they are not within the span of control of unit commanders.

Dahl, (2005); Fowler, (2002); Leonard, (2003); Tebo, (2004), many employers took action and chose to provide the mobilized service members with additional benefits such as continued health care, salary matching, and support for the families left behind.

OBJECTIVES

To evaluate the economic conditions/wealth power in the IAF employees when compared with civilian counterparts.

METHODOLOGY

The sample survey conducted on employees of IAF, India. The survey conducted on both the male and female employees of IAF organizations with 823 respondents. Among 823, 46 are female respondents and 777 are male respondents. A structured Questionnaire used to collect data, in that to measure the attitude of respondents used Likert five-point rating scale with strongly disagree to strongly agree and in-depth interview was conducted on some of these respondents to understand the leadership challenges. A probability convenience sampling techniques were adapted to selected sample from the population.

ANALYSIS AND INTERPRETATION

Here, the researcher collected demographic information; these variables analyzed the simple frequency, percentage, cumulative percentage and graphical representation. The selected Ethical Values ten variables have been analyzed through the statistical techniques, Reliability, mean, SD, ANOVA, t-test and factor analysis.

Sex

Generally, military sex is very important to get selected for suitable positions to perform an assigned task, moreover some areas only male employees to be selected to perform job duties and responsibilities effectively. In IAF, Navy and Armed forces female participation is limited.

Table 1: Employees Gender wise Frequency and Percentages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	777	94.4	94.4	94.4
	Female	46	5.6	5.6	100.0
	Total	823	100.0	100.0	

Employees Gender wise percentages

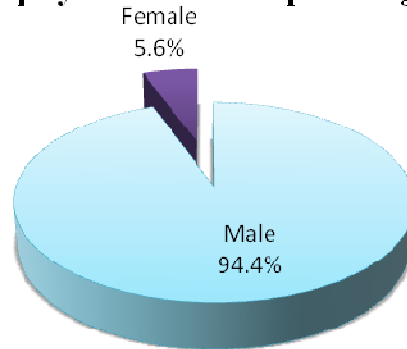


Figure 1: Employees Gender Wise - Percentages

Table 1 reveals that 94.4 percent are male and 5.6 percent are female in IAF employees. Male employees are dominating, which as shown graphically.

Total Service

Experienced people give more accurate, quality, time-saving, use of fewer resources and better handling of human resources. Especially in IAF needs experienced people to lead the team.

Table 2: Service Wise Frequency and Percentages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 8 years	182	22.1	22.1	22.1
	9 - 16 years	227	27.6	27.6	49.7
	17 - 24 years	167	20.3	20.3	70.0
	25 - 32 years	178	21.6	21.6	91.6
	33 - 40 years	69	8.4	8.4	100.0
	Total	823	100.0	100.0	

Table 2 shows that employees in IAF are below 8 years Experience (22.1%), 9 - 16 years Experience employees are 27.6%, 17 - 24 years Experience employees are 20.3%, 25 - 32 years Experience employees are 21.6% and 33 - 40 years of Experienced employees are very less and stood at 8.4%.

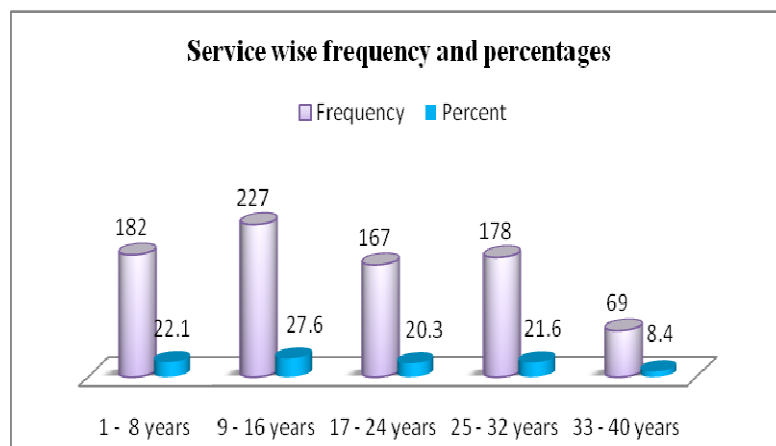


Figure 2: Service Wise Frequency and Percentages

Only less number of people is working for more than 33 years of service. And because of recent recruitments from the decade 2000 onwards youth are more percent of employees in this IAF. That is below 16 years of experienced employees are around the half-half the total employees. This is shown in figure 2

PRESENT ROLE IN THE IAF

The employees in any sector they have to perform different roles to run the organization. Here the role and responsibilities are to save and serve the mother country. And by experience, they understood the role of individuals. IAF needs a leadership-oriented people to handle the duties given by the high command.

Table 3: 'Present Role in the IAF' wise Frequency and Percentages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Command	42	5.1	5.1	5.1
	Staff	385	46.8	46.8	51.9
	Supervisory	205	24.9	24.9	76.8
	In-charge	145	17.6	17.6	94.4
	Not Applicable	46	5.6	5.6	100.0
	Total	823	100.0	100.0	

Table 3 shows that employees with their own job role and responsibilities in IAF, as command are 5.1%, as In-charge 17.6%, as Supervisory 24.9%, as staff 46.8% and other duties (not applicable to the above role) are very less and stood at 5.6%.

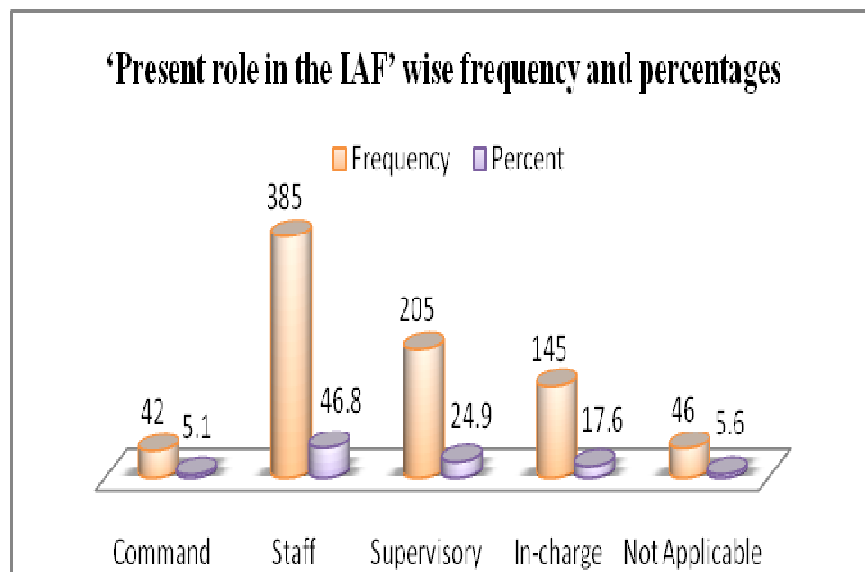


Figure 3: Present Role in the IAF Wise Frequency and Percentages

Majority of the employees are working as staff which stood are more than half-half the total employees in IAF. This is shown in the following figure 3.

Chi-Square Test for the Variables, Total Service * Gender

The researchers again prove the test results in selecting the correlated variables **Total Service** and **Gender** as independent variables.

Table 4: Chi-Square Test for the Variables Total Service and Gender

		Gender		Total	Chi-Square	d.f	P-Value
		Male	Female				
Total Service	1 - 8 years	166	16	182			
	9 - 16 years	209	18	227			
	17 - 24 years	162	5	167	11.578 ^a	4	.021
	25 - 32 years	173	5	178			
	33 - 40 years	67	2	69			
Total		777	46	823			

Null Hypothesis Ho: There is no association between **Total Service** and **Gender**.

Alternate Hypothesis H₁: There is an association between **Total Service** and **Gender**.

P-Value (0.021) > 0.01, So Null Hypothesis has been accepted at 1% level of significance.

Therefore, there is no association between **Total Service** and **Gender**. It is a clear indication that the reliability of data male has more experience and female have less experience and vice versa is wrong. These two variables **Total Service** and **Gender** are not associated.

Dependent Variables Analysis as follows;

Reliability Statistics for Economic Conditions Variables

The central assumption of reliability theory is that measurement errors are essentially random. This does not mean that errors arise from random processes. For any individual, an error in measurement is not a completely random event. However, across a large number of individuals, the causes of measurement error are assumed to be so varied that measure errors act as random variables.

Table 5: Reliability Statistics

Cronbach's Alpha	N of Items
.625	10

The reliability value 0.625 that is close to '1' then all the selected ten variables reliable and support to **Economic Conditions** related variables.

Table 6: Item Statistics

	Mean	SD	N
Living conditions in the IAF are comparable to that of your civilian counterparts of equal status.	3.08	.733	823
You frequently compare your pay & allowances and other perks with that of your civilian counterparts.	3.76	.704	823
The implementation of the VII th pay commission has brought in improvements in the quality of your personal life.	3.53	.886	823
Your wealth power (getting good pay & allowances and other facilities) is adequate to provide a reasonable amount of comforts to yourself and your family.	3.70	.700	823
You feel happy and secure with the job security that the IAF provides.	4.56	.757	823
With the schooling facilities provided by the IAF, you are able to provide quality education to your dependent children at a reasonable cost.	3.78	.668	823

Table 6: Contd.,			
You are happy with the free healthcare and medical facilities that IAF provides to your door- step.	4.47	.897	823
Financial assistance provided during the time of need by way of loans and grants through AFGIS and IAFBA is an added advantage.	3.99	.435	823
If you consider that the pay & allowances and other facilities are inadequate, is that a reason for excessive stress, if any?	2.63	1.07	823
You consider that serving the IAF is not just about pay and allowance and it is an emotional bond that goes much beyond money.	4.25	1.07	823

The above table 6, reveals that almost all the variables except 9th variable, mean values are closely 4 and above 3 it indicates the majority of the respondents are at an agreed level on the 9 variables out of 10 variables. And its standard deviation value is closely one it indicates based on their Demographic information their opinion varies on selected 823 sample size.

The information about the precision of the mean we obtained. One can obtain this by determining the standard deviation of the sampled mean. Assuming statistical independence of the values in the sample, the standard deviation of the mean is related to the standard deviation of the distribution;

Table 7: Scale Statistics

Mean	Variance	Std. Deviation	N of Items
37.75	15.132	3.890	10

The above table 7, reveals that the combined mean, variance and standard deviation of the all the selected 10 variables under the **Economic Conditions** related variables. The combined mean is 37.75 and moderate standard deviation is 3.890. It indicates all the **Economic Conditions** related 10 variables are varied their opinions neutral to agreed level.

ANOVA for Economic Conditions variables by Total Service

Here the researcher is to identify the variance of different service group employees' opinion on **Economic Conditions 10** variables.

Table 8: One Way ANOVA for Economic Conditions Variables by Total Service

		Sum of Squares	df	Mean Square	F	p-Value
Living conditions in the IAF are comparable to that of your civilian counterparts of equal status.	Between Groups	9.920	4	2.480	4.70	.001
	Within Groups	431.626	818	.528		
	Total	441.546	822			
You frequently compare your pay & allowances and other perks with that of your civilian counterparts.	Between Groups	6.349	4	1.587	3.23	.012
	Within Groups	401.496	818	.491		
	Total	407.844	822			
The implementation of the VIIth pay commission, has brought in improvements in the quality of your personal life.	Between Groups	34.038	4	8.510	11.3	.001
	Within Groups	610.793	818	.747		
	Total	644.831	822			
Your wealth power (getting good pay & allowances and other facilities) is adequate to provide reasonable amount of comforts to yourself and your family.	Between Groups	33.629	4	8.407	18.6	.001
	Within Groups	369.640	818	.452		
	Total	403.269	822			

Table 8: Contd.,						
You feel happy and secure with the job security that the IAF provides.	Between Groups	53.544	4	13.386	26.2	.001
	Within Groups	416.983	818	.510		
	Total	470.527	822			
With the schooling facilities provided by the IAF, you are able to provide quality education to your dependent children at a reasonable cost.	Between Groups	10.138	4	2.535	5.81	.001
	Within Groups	356.493	818	.436		
	Total	366.632	822			
You are happy with the free health care and medical facilities that IAF provides to your door step.	Between Groups	56.743	4	14.186	19.2	.001
	Within Groups	604.154	818	.739		
	Total	660.897	822			
Financial assistance provided during the time of need by way of loans and grants through AFGIS and IAFBA is an added advantage.	Between Groups	1.307	4	.327	1.73	.141
	Within Groups	154.518	818	.189		
	Total	155.825	822			
If you consider that the pay & allowances and other facilities are inadequate, is that a reason for excessive stress, if any?	Between Groups	45.458	4	11.364	10.3	.001
	Within Groups	898.510	818	1.098		
	Total	943.968	822			
You consider that serving the IAF is not just about pay and allowance and it is an emotional bond that goes much beyond money.	Between Groups	27.402	4	6.850	6.08	.001
	Within Groups	920.535	818	1.125		
	Total	947.937	822			

Null Hypothesis H₀: There is no significant effect of **Total Service** on **Economic Conditions** variables.

Alternate Hypothesis H₁: There is a significant effect of **Total Service** on **Economic Conditions** variables.

Table 8 reveals that 1st, 3rd, 4th, 5th, 6th, 7th, 9th and 10th variables p-values < 0.01 except 2nd and 8th variables, which is Null Hypothesis has been rejected. Hence, **alternate hypothesis H₁ is accepted at 1% level of significance** showing that there is a significant effect of **Total Service** on Economic Conditions variables in IAF. That is persons with different **experiences** persons have different opinions on the eight **Economic Conditions** related variables.

i.e 1-8 years, 9-16 years, 17-24 years, 25-32 years and 33 years & above service having employees in IAF opinion is different on the following eight variables;

- Living conditions in the IAF are comparable to that of your civilian counterparts of equal status.
- The implementation of the VIIth pay commission, has brought in improvements in the quality of your personal life.
- Your wealth power (getting good pay & allowances and other facilities) is adequate to provide the reasonable amount of comforts to yourself and your family.
- You feel happy and secure with the job security that the IAF provides.
- With the schooling facilities provided by the IAF, you are able to provide quality education to your dependent children at a reasonable cost.
- You are happy with the free healthcare and medical facilities that IAF provides to your doorstep.

- If you consider that the pay & allowances and other facilities are inadequate, is that a reason for excessive stress, if any?
- You consider that serving the IAF is not just about pay and allowance and it is an emotional bond that goes much beyond money.

But 2nd and 8th variables p-values > 0.01, hence null hypothesis has been accepted at 1% level of significance, i.e., all the levels of **experienced** employees are with the same opinion on the following two variables;

- You frequently compare your pay & allowances and other perks with that of your civilian counterparts.
- Financial assistance provided during the time of need by way of loans and grants through AFGIS and IAFBA is an added advantage.

t-Test for Economic Conditions Variables

This is independent sample t-Test, test variable is **Economic Conditions** variables and Independent variable should be in two groups. In demographic profile, the selected one variable for testability is **gender**. Here the researcher is interested to find the opinion of male and female on **Economic Conditions** variables. The following **Table** is computed **gender** wise t-Test values with the standard level of significance level.

Table 9: t- Test to Know the Opinion of Male and Female on Economic Conditions variables

	Gender	N	Mean	SD	t-Value	P-Value	S/NS
Living conditions in the IAF are comparable to that of your civilian counterparts of equal status.	Male	777	3.08	.749	.361	.718	NS
	Female	46	3.04	.362	.672		
You frequently compare your pay & allowances and other perks with that of your civilian counterparts.	Male	777	3.75	.719	-2.37	.018	S
	Female	46	4.00	.298	-4.97		
The implementation of the VIIth pay commission, has brought in improvements in the quality of your personal life.	Male	777	3.51	.898	-3.35	.001	HS
	Female	46	3.96	.469	-5.87		
Your wealth power (getting good pay & allowances and other facilities) is adequate to provide reasonable amount of comforts to yourself and your family.	Male	777	3.68	.713	-2.57	.010	HS
	Female	46	3.96	.362	-4.61		
You feel happy and secure with the job security that the IAF provides.	Male	777	4.54	.771	-3.25	.001	HS
	Female	46	4.91	.285	-7.38		
With the schooling facilities provided by the IAF, you are able to provide quality education to your dependent children at a reasonable cost.	Male	777	3.77	.682	-2.75	.006	HS
	Female	46	4.04	.206	-7.11		
You are happy with the free health care and medical facilities that IAF provides to your door step.	Male	777	4.45	.914	-2.80	.005	HS
	Female	46	4.83	.383	-5.80		
Financial assistance provided during the time of need by way of loans and grants through AFGIS and IAFBA is an added advantage.	Male	777	3.99	.445	.463	.643	NS
	Female	46	3.96	.206	.891		
If you consider that the pay & allowances and other facilities are inadequate, is that a reason for excessive stress, if any?	Male	777	2.58	1.009	-5.93	.001	HS
	Female	46	3.52	1.60	-3.95		
You consider that serving the IAF is not just about pay and allowance and it is an emotional bond that goes much beyond money.	Male	777	4.24	1.095	-.783	.434	NS
	Female	46	4.37	.610	-1.30		

HS=Highly Significant (*at 1% Level of Significance), **S**=Significant (**at 5% Level of Significance), **NS** =Not Significant (**at 1% & 5% Significance).

If P-value > 0.05, then Null hypothesis is accepted at 1% & 5% level of significance. That is not significant (NS). If, P-value < 0.05, then Null hypothesis is rejected at 5% level of significance i.e. data is significant (S) and if P-value < 0.01, then Null hypothesis is rejected at 1% level of significance, i.e. data is highly significant (HS).

Hypothesis Testing

Null Hypothesis H_0 : There is no significant difference in the opinion of Male and Female on **Economic Conditions** related variables.

Alternate Hypothesis H_1 : There is a significant difference in the opinion of Male and Female on **Economic Conditions** related variables.

Table 9 reveals that opinion of male and female on Economic Conditions related variables. 1st, 8th and 10th variables **P-values are > 0.05** hence Null Hypothesis has been accepted at 1% & 5% level of significance, that is there is no significant difference in opinion of male and female i.e. male and female have the same opinion on the following three variables.

- Living conditions in the IAF are comparable to that of your civilian counterparts of equal status.
- Financial assistance provided during the time of need by way of loans and grants through AFGIS and IAFBA is an added advantage.
- You consider that serving the IAF is not just about pay and allowance and it is an emotional bond that goes much beyond money.

But 2nd variable **P-value < 0.05** hence Null Hypothesis has been rejected at 5% level of significance i.e. data is significant (S), that is there is a significant difference in opinion on male and female. i.e. male and female have the difference of opinion on the variable, 'You frequently compare your pay & allowances and other perks with that of your civilian counterparts'.

And 3rd, 4th, 5th, 6th, 7th and 9th variables **P-values are < 0.01** hence Null Hypothesis has been rejected at 1% level of significance i.e. data is Highly Significant (HS) that is there is a significant difference in opinion on male and female.

i.e. male and female have the difference of opinion on the following six variables;

- The implementation of the VIIth pay commission, has brought in improvements in the quality of your personal life.
- Your wealth power (getting good pay & allowances and other facilities) is adequate to provide the reasonable amount of comforts to yourself and your family.
- You feel happy and secure with the job security that the IAF provides.
- With the schooling facilities provided by the IAF, you are able to provide quality education to your dependent children at a reasonable cost.
- You are happy with the free healthcare and medical facilities that IAF provides to your doorstep.

- If you consider that the pay & allowances and other facilities are inadequate, is that a reason for excessive stress, if any?

Factor Analysis for the Economic Conditions Variables

Factor Analysis – the influence of IAF employees' **role** on “**Economic Conditions**” factor

Here the researcher identified most suitable independent variable IAF employees' **role**, the identified IAF roles are the command, staff, supervisory and in-charge. Among these four roles staff and supervisory role respondents are 72%, so the researcher used for the factor analysis, and the influence of IAF employees' **roles** staff and supervisory on the “**Economic Conditions**” factor which contains ten dependent variables.

- **Factor Analysis** - the influence of IAF employee **role as staff** on “**Economic Conditions**” factor

The researcher applies the identified independent variable IAF employees' **role** and its one of the value IAF employee staff, now the influence of IAF employee staff on the “**Economic Conditions**” factor. Its KMO value evaluated as follows.

Table 10: KMO and Bartlett's Test^a

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.770
Bartlett's Test of Sphericity	Approx. Chi-Square	1588.486
	Df	45
	Sig.	.000
a. Only cases for which Present role in the IAF = Staff are used in the analysis phase.		

Table 10 specifies that the KMO value is greater than 0.5, which necessitates factor analysis and the researcher identified latent factor as indicated. Its KMO value is 0.770 at 5% level of significance.

Table 11: Communalities^a

	Initial	Extraction
Living conditions in the IAF are comparable to that of your civilian counterparts of equal status.	1.000	.460
You frequently compare your pay & allowances and other perks with that of your civilian counterparts.	1.000	.742
The implementation of the VIIth pay commission, has brought in improvements in the quality of your personal life.	1.000	.759***
Your wealth power (getting good pay & allowances and other facilities) is adequate to provide the reasonable amount of comforts to yourself and your family.	1.000	.761**
You feel happy and secure with the job security that the IAF provides.	1.000	.763*
With the schooling facilities provided by the IAF, you are able to provide quality education to your dependent children at a reasonable cost.	1.000	.505
You are happy with the free healthcare and medical facilities that IAF provides to your doorstep.	1.000	.747
Financial assistance provided during the time of need by way of loans and grants through AFGIS and IAFBA is an added advantage.	1.000	.660
If you consider that the pay & allowances and other facilities are inadequate, is that a reason for excessive stress, if any?	1.000	.629
You consider that serving the IAF is not just about pay and allowance and it is an emotional bond that goes much beyond money.	1.000	.558
Extraction Method: Principal Component Analysis.		

a. Only cases for which Present role in the IAF = Staff is used in the analysis phase.

The above Table 11 shows that, Present role in the IAF as Staff has given weight to 5th component as ‘You feel happy and secure with the job security that the IAF provides’ because its highest extracted value is 0.763, 4th component as ‘Your wealth power (getting good pay & allowances and other facilities) is adequate to provide reasonable amount of comforts to yourself and your family’ and 3rd component as ‘The implementation of the VIIth pay commission, has brought in improvements in the quality of your personal life’ its extracted values are 0.761 and 0.759 respectively.

Table 12: Total Variance Explained^a

Component	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.974	39.739	39.739	3.974	39.739	39.739	2.543	25.427	25.427
2	1.458	14.583	54.322	1.458	14.583	54.322	2.177	21.768	47.195
3	1.151	11.512	65.834	1.151	11.512	65.834	1.864	18.639	65.834
4	.960	9.601	75.435						
5	.737	7.366	82.801						
6	.562	5.625	88.425						
7	.383	3.828	92.253						
8	.332	3.319	95.572						
9	.283	2.825	98.397						
10	.160	1.603	100.000						
Extraction Method: Principal Component Analysis.									
a. Only cases for which Present role in the IAF = Staff is used in the analysis phase.									

The above Table 12, Eigenvalues and Extraction sum of squared loadings and Rotation Sums of Squared Loadings of two prime components stood at 66% of Eigenvalues.

The table 13 depicts that the three identified components influence on the all the ten variables of “Economic Conditions” factor, with reference to the independent variable ‘Present role in the IAF’ as Staff. The highest value in each component influences the respective component.

Table 13: Component Matrix^{a,b}

	Component		
	1	2	3
You feel happy and secure with the job security that the IAF provides.	.867	-.107	-.023
Your wealth power (getting good pay & allowances and other facilities) is adequate to provide reasonable amount of comforts to yourself and your family.	.861	-.011	.138
You are happy with the free health care and medical facilities that IAF provides to your door step.	.857	.031	-.108
The implementation of the VIIth pay commission, has brought in improvements in the quality of your personal life.	.766	-.231	.344
With the schooling facilities provided by the IAF, you are able to provide quality education to your dependent children at a reasonable cost.	.630	.329	-.018
Living conditions in the IAF are comparable to that of your civilian counterparts of equal status.	.423	.390	.359

Table 13: Contd.,			
Financial assistance provided during the time of need by way of loans and grants through AFGIS and IAFBA is an added advantage.	.297	.754	.052
You frequently compare your pay & allowances and other perks with that of your civilian counterparts.	.233	-.684	.469
If you consider that the pay & allowances and other facilities are inadequate, is that a reason for excessive stress, if any?	-.513	.126	.592
You consider that serving the IAF is not just about pay and allowance and it is an emotional bond that goes much beyond money.	.424	-.283	-.547
Extraction Method: Principal Component Analysis.			
a. 3 components extracted.			
b. Only cases for which Present role in the IAF = Staff are used in the analysis phase.			

Interpretation of Factor Analysis 13: The identified independent variable is IAF employees' Present role in the IAF' and its one of the value **staff**. Now the influence of **staff** on the “**Economic Conditions**” factor is described as below. **Present role in the IAF as staff**, influences only three components out of the ten variables employee, with priority wise as follows,

- You feel happy and secure with the job security that the IAF provides
- Your wealth power (getting good pay & allowances and other facilities) is adequate to provide the reasonable amount of comforts to yourself and your family
- The implementation of the VIIth pay commission, has brought in improvements in the quality of your personal life'

Factor Analysis - The Influence of IAF Employee Role as Supervisory on “Economic Conditions” Factor

The researcher applies the identified independent variable IAF employee role and its one of the value **Supervisory**, now the influence of IAF employees role as **Supervisory** on the “**Economic Conditions**” factor. Its KMO value evaluated as follows.

Table 14: KMO and Bartlett's Test^a

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.718
Bartlett's Test of Sphericity	Approx. Chi-Square	975.376
	Df	45
	Sig.	.000
a. Only cases for which Present role in the IAF = Supervisory are used in the analysis phase.		

Table 14 specifies that the KMO value is greater than 0.5, which necessitates factor analysis and the researcher identified latent factor as indicated. Its KMO value is 0.718 at 5% level of significance.

The above Table 15 shows that, Present role in the IAF as Supervisory has given weight to 7th component as 'You are happy with the free healthcare and medical facilities that IAF provides to your doorstep' because its highest extracted value is 0.863, 8th component as 'Financial assistance provided during the time of need by way of loans and grants through AFGIS and IAFBA is an added advantage' and 3rd component as 'The implementation of the VIIth pay commission, has brought in improvements in the quality of your personal life' its extracted values are 0.754 and 0.746

respectively.

Table 15: Communalities^a

	Initial	Extraction
Living conditions in the IAF are comparable to that of your civilian counterparts of equal status.	1.000	.458
You frequently compare your pay & allowances and other perks with that of your civilian counterparts.	1.000	.710
The implementation of the VIIth pay commission, has brought in improvements in the quality of your personal life.	1.000	.746***
Your wealth power (getting good pay & allowances and other facilities) is adequate to provide reasonable amount of comforts to yourself and your family.	1.000	.743
You feel happy and secure with the job security that the IAF provides.	1.000	.673
With the schooling facilities provided by the IAF, you are able to provide quality education to your dependent children at a reasonable cost.	1.000	.599
You are happy with the free health care and medical facilities that IAF provides to your door step.	1.000	.863*
Financial assistance provided during the time of need by way of loans and grants through AFGIS and IAFBA is an added advantage.	1.000	.754**
If you consider that the pay & allowances and other facilities are inadequate, is that a reason for excessive stress, if any?	1.000	.673
You consider that serving the IAF is not just about pay and allowance and it is an emotional bond that goes much beyond money.	1.000	.312
Extraction Method: Principal Component Analysis.		
a. Only cases for which Present role in the IAF = Supervisory are used in the analysis phase.		

Table 16: Total Variance Explained^a

Component	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.012	40.125	40.125	4.012	40.125	40.125	3.797	37.973	37.973
2	1.363	13.631	53.756	1.363	13.631	53.756	1.423	14.228	52.201
3	1.156	11.563	65.319	1.156	11.563	65.319	1.312	13.119	65.319
4	.966	9.657	74.977						
5	.939	9.389	84.366						
6	.622	6.220	90.586						
7	.385	3.847	94.433						
8	.271	2.707	97.140						
9	.147	1.469	98.609						
10	.139	1.391	100.000						
Extraction Method: Principal Component Analysis.									
a. Only cases for which Present role in the IAF = Supervisory are used in the analysis phase.									

The above Table 16, Eigenvalues and Extraction sum of squared loadings and Rotation Sums of Squared Loadings of three prime components stood at 63% of Eigenvalues.

The table 17 depicts that the three identified components influence on the all the ten variables of “Economic Conditions” factor, with reference to the independent variable ‘present role in the IAF’ as supervisory. The highest value in each component influences the respective component.

Table 17: Component Matrix^{a,b}

	Component		
	1	2	3
You are happy with the free health care and medical facilities that IAF provides to your door step.	.925	.082	.004
Your wealth power (getting good pay & allowances and other facilities) is adequate to provide reasonable amount of comforts to yourself and your family.	.854	.096	-.068
The implementation of the VIIth pay commission, has brought in improvements in the quality of your personal life.	.843	-.132	.132
You feel happy and secure with the job security that the IAF provides.	.772	.263	-.088
With the schooling facilities provided by the IAF, you are able to provide quality education to your dependent children at a reasonable cost.	.669	.182	.344
Living conditions in the IAF are comparable to that of your civilian counterparts of equal status.	-.502	.409	.196
Financial assistance provided during the time of need by way of loans and grants through AFGIS and IAFBA is an added advantage.	.159	.853	.045
You frequently compare your pay & allowances and other perks with that of your civilian counterparts.	.513	-.546	.386
If you consider that the pay & allowances and other facilities are inadequate, is that a reason for excessive stress, if any?	-.328	-.023	.752
You consider that serving the IAF is not just about pay and allowance and it is an emotional bond that goes much beyond money.	.156	-.185	-.503
Extraction Method: Principal Component Analysis.			
a. 3 components extracted.			
b. Only cases for which Present role in the IAF = Supervisory are used in the analysis phase.			

Interpretation of Factor Analysis 17: The identified independent variable is IAF employees' Present role in the IAF' and its one of the value **Supervisory**. Now the influence of Supervisory on the “**Economic Conditions**” factor is described as below. **Present role in the IAF** as Supervisory, influences only three components out of the ten variables employee, with priority wise as follows,

- You are happy with the free healthcare and medical facilities that IAF provides to your doorstep
- Financial assistance provided during the time of need by way of loans and grants through AFGIS and IAFBA is an added advantage
- The implementation of the VIIth pay commission, has brought in improvements in the quality of your personal life.

CONCLUSIONS

All the levels of **experienced** employees are with the same opinion on the following two variables; 1) frequently compare your pay & allowances and other perks with that of your civilian counterparts. 2) Financial assistance provided during the time of need by way of loans and grants through AFGIS and IAFBA is an added advantage.

Male and female have the same opinion on “Living conditions in the IAF are comparable to that of your civilian counterparts of equal status,

Financial assistance provided during the time of need by way of loans and grants through AFGIS and IAFBA is an added advantage and serving the IAF is not just about pay and allowance and it is an emotional bond that goes much beyond money.

The factor analysis the IAF employee roles (staff and supervisory) are happy with 'The implementation of the VIIth pay commission, has brought in improvements in the quality of personal life'.

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